



services we provide

October 2006



Introduction from the Chair

In 2007 we celebrate our 30th anniversary. Our parent organisation, the Sussex Association for the Resettlement of Offenders (SARO), was formed in 1977 by a group of West Sussex magistrates to provide housing for prisoners on release. In 1994, SARO became an independent charity with the express intention of adopting a broader approach to rehabilitation, leading eventually to the formation of Crime Reduction Initiatives (CRI) in 2000.

Over the years the organisation has grown from a local concern, with an income of £330,000 and 13 staff providing services in Sussex, to one with more than 700 staff and some 200 volunteers and mentors, with a turnover of £27 million, providing services across the length and breadth of England and Wales.

We continue to work with ex-offenders but also provide a range of services for people with substance misuse issues, street communities, victims of domestic abuse, and young people, families and communities affected by crime and anti social behaviour. However, we remain committed to the core values of our founders and continue to believe in the power of rehabilitation to improve the lives of individuals and communities.

We prioritise high quality service delivery and seek to meet both the needs of service users and the requirements of community safety and enforcement agencies. We remember the early days, and still consider it important to adopt a local view of the services that we deliver. Qualified and competent staff are fundamental to our effectiveness and we give high priority to their training and

development. A special mention should also be made of the contribution of volunteers, who are involved at every level of CRI and are pivotal to our success. Our commitment to volunteers and investment in their development is one of the ways in which we express our charitable roots.

I would like to finish by extending grateful thanks to all those organisations and individuals with whom we have worked over the past 30 years: those who share our beliefs and our passion for changing lives, and without whom we could not have come so far.

Sir Peter Woodhead KCB
Chair
CRI Board of Trustees

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Statement of Purpose
CRI aims to create safer communities by enabling people to develop the potential to lead purposeful, stable and crime free lives, reducing the incidence of crime and its adverse effects.

CRI prevents people from entering into, or helps people to break free from, damaging patterns of behaviour, through the provision of a range of integrated services designed to address both social care and community safety issues.

Services are tailored to meet the individual needs of substance misusers and their families, offenders, street homeless people and wider street populations, young people at risk and the victims of domestic abuse.



Safer communities through purposeful lives



Local service delivery

Our core aim is to prevent crime and provide opportunities for people to make sustainable, positive changes to their lives.

Enabling change

CRI is a national provider of specialist support, treatment and rehabilitation services that are designed to facilitate change in individuals and communities affected by crime, substance misuse and anti social behaviour.

Our service users include:

- Adults and young people with substance misuse problems.
- People who are homeless and living and working on the streets.
- Offenders.
- Families and communities affected by crime, substance misuse and anti social behaviour.
- Victims of domestic abuse.

Many of our service users have problems with illegal drugs and alcohol. Typically they lack basic living skills, and have emotional and mental health needs leading to difficulties with family, significant other, and social relationships.

Our objective is to help individuals to improve their lives and achieve their full potential. We seek to achieve this through engaging with people, assessing their needs, and working in partnership with a range of

agencies to provide treatment and co-ordinated care pathways that include housing, employment, education and training.

We particularly seek to engage with those who don't typically use treatment services, such as: women; substance misusers with parental responsibilities; black and minority ethnic communities; persistent and prolific offenders; and people living on the streets.

Our work within local communities means we are well placed to support people to rebuild their lives and bring about positive change. A strong criminal justice focus also enables us to use the opportunity provided by the enforcement of court orders or the intervention of police officers on the street to encourage people to change.

- CRI has 730 staff and 218 volunteers.
- 119 projects are delivered from 91 project sites including magistrate's courts, prisons, police custody suites and supported houses.

- CRI works with some 30,000 service users annually.
- On a typical day, staff engage with some 7,000 individuals, nearly a quarter of whom are under 26 years of age.



Quality and effectiveness

Making a difference

Our goal is continuous service improvement, achieved through rigorous monitoring of performance against internal and external standards.

Achieving targets

We strive to provide high quality, innovative and effective services and invest heavily in training and development for staff and volunteers to ensure they have the skills and expertise they need for this difficult and demanding work.

Our services are commissioned by a range of statutory organisations including: the Home Office; local authorities; Drug and Alcohol Action Teams; Substance Misuse Action Teams; Community Safety Teams; Supporting People Teams; Youth Offending Teams; Primary Care Trusts; Local Health Boards; the National Probation Service and South Wales National Probation Service; Her Majesty's Prison Service; the Department for Communities and Local Government; the Welsh Assembly Government; Neighbourhood Renewal Areas; Crime and Disorder Reduction Partnerships and Single Homeless Teams.

We measure our performance against our commissioners' targets and the challenging expectations of service users.

For us, success means:

- Engaging people in and supporting them to benefit from treatment.
- Reducing crime, anti social behaviour and the fear of crime.
- Enabling people to participate in education, training and employment.
- Helping the street homeless, beggars, drug dealers and sex workers to improve their lives.
- Facilitating those leaving prison to regain their independence.

Service user involvement

Service users are involved in designing, developing, delivering and managing services and are represented on interview panels for staff. They help us assess the quality and effectiveness of our services through research, user forums and feedback sessions. They also meet commissioners and other stakeholders at events and open days.

- CRI structured day programmes in London boroughs have a 67% success rate (compared to a national average of 40%).
- The Hastings & Rother Domestic Abuse Service has reduced re-offending rates from over 60% to 25.6% over the past two years.

A measure of success

The impact of our services has been recognised by a number of external awards:

- The Leeds arrest referral team was part of the West Yorkshire Drug Interventions Programme (DIP) that won a Home Office Tackling Drugs Supply award. The Brighton & Hove DIP team was also commended for its work with Sussex Police.
- The antisocial behaviour team in Brighton & Hove won the national Tilley Award for its partnership work with Sussex Police. The team attended a conference in the US to share their learning with police colleagues from around the world.
- The Hastings and Rother Domestic Abuse service has won two Home Office awards for effectiveness.



Volunteers and service user involvement

Enthusiasm, commitment and creativity

Volunteers provide a bridge between our services and the local community, which helps promote the effective rehabilitation of service users.

A valued resource

The skills and personal experience of volunteers improve the level of engagement of service users and make a significant contribution to the success of many services.

Volunteers have time to develop creative approaches to service delivery and their involvement increases the capacity of projects to offer a wider range of services and to see more people.

They provide:

- Drop-ins and advice sessions.
- Co-facilitation of groups and shadowing for outreach staff.
- Football coaching and other sporting and leisure activities.
- Complementary therapies.
- Domestic and administrative support.

The opportunity to train new staff through our accredited volunteer programmes, and the hands-on experience we provide, helps us grow our staff team and also helps address the nationwide shortage of trained social care workers. A full-time volunteer co-ordinator oversees the recruitment, management, training, development, and health and safety needs of volunteers and

helps them secure paid employment with us and other service providers.

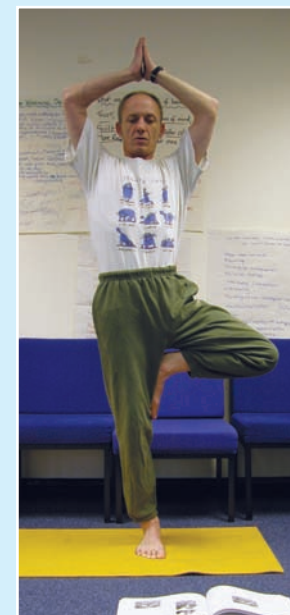
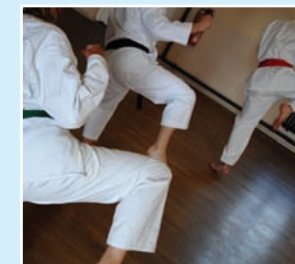
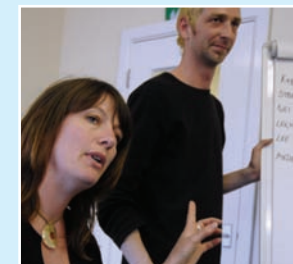
Peer mentors and advocates

The involvement of service users in service delivery provides excellent opportunities for their personal development and growth.

We have developed a peer mentor programme to enable stable service users and ex-service users to provide a positive role model and active support for others just starting out on the process of change. The scheme is running successfully across the country in York, Leeds, Gwent, Bromley, Brighton & Hove and Eastbourne. In addition, our innovative peer advocacy scheme in Southwark trains former service users to support and speak up for new service users.

Participants enjoy the opportunity to give something back and to enable others to learn from their experiences. Both schemes also provide a career pathway for motivated service users who are interested in social care.

- 218 volunteers contributed 49,160 hours of support last year.
- 26 volunteers entered paid employment with CRI last year.



Our work across England and Wales



A national reputation built on the delivery of high quality, effective, local services.

Delivering local services

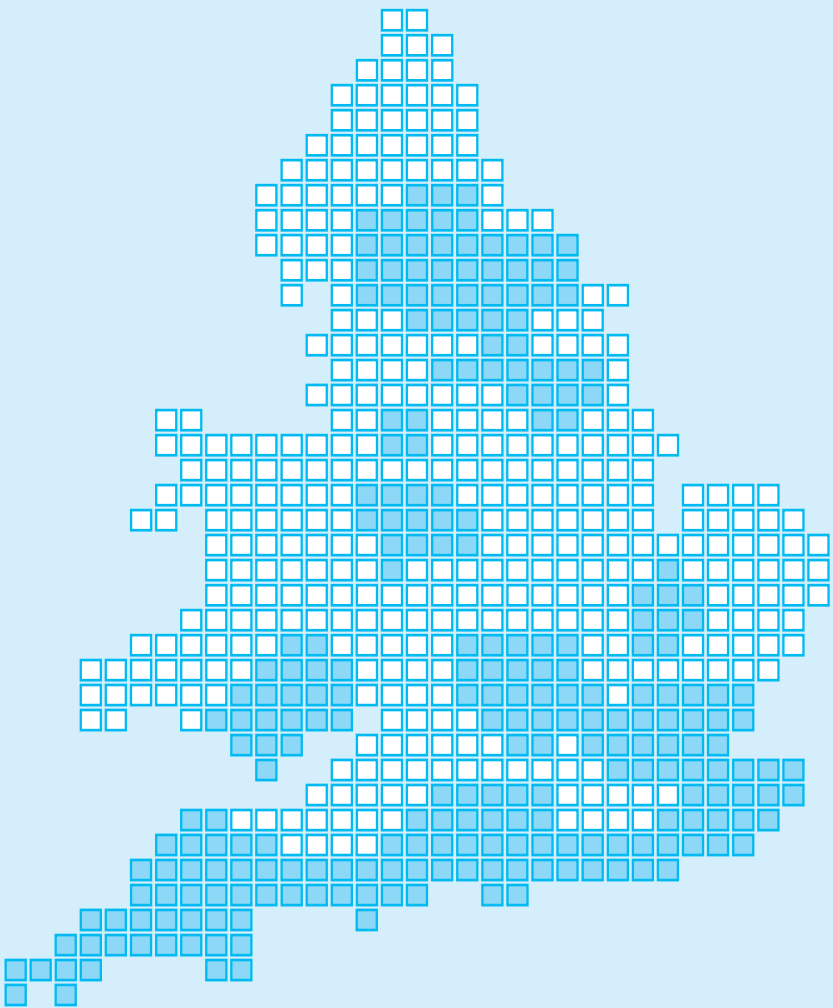
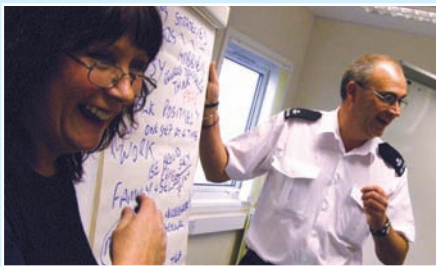
CRI works across the country providing services that meet local needs. We seek to develop new services that anticipate and respond to changing social needs and are skilled at identifying gaps in service provision that can make service users vulnerable to relapse.

We work with commissioners and partner organisations who share our vision and who welcome our contribution. However, the real measure of success is whether we can improve the lives of individuals and local communities. Our approach succeeds, as demonstrated by the increasing number of commissioners around the country who want to work with us.

A national reach

In recent years CRI has become a national charity working in towns and cities across England and Wales, enabling even greater numbers of people to benefit from our challenging approach. The following pages provide a snap shot of our work across the country.

For a complete list of all our services please visit our website www.cri.org.uk



The North and Midlands

An expanding portfolio



Continued growth in the North and Midlands has enabled us to establish a regional base in Leeds with excellent training facilities.

Arrest referral and street outreach

The 30-strong Leeds enhanced arrest referral service works across four police divisions providing outreach, case management and prostitution intervention workers. The team works closely with CRI's street outreach team (SOT), which engages with rough sleepers, beggars, sex workers, street-based drinkers and drug users. The SOT works in the city centre and student areas of Leeds, and also in hospitals, prisons, day and overnight centres. The Staffordshire enhanced arrest referral service operates across five custody suites in Stoke, Tamworth, Burton, Stafford and Cannock, linking closely with the county DIP team and prison aftercare service.

Services for young people

Specialist services for young people with substance misuse needs are delivered in Walsall and Leeds. The Walsall team is keen to promote preventative work and is using outreach to engage as many young people as possible. The Leeds team was the first dedicated prescribing service for young people in the city working with 10-19 year olds with complex, problematic substance misuse issues. CRI also works in partnership with Youth Offending Teams in Leeds and

York to support young people committing crimes linked to their substance misuse.

Specialist alcohol service

Our community alcohol team in Trafford works with adults whose drinking is causing family, legal, work, health or social problems. The team works with dependent and entrenched drinkers and also seeks to intervene at an earlier stage and engage in preventative work.

DIP and harm minimisation services

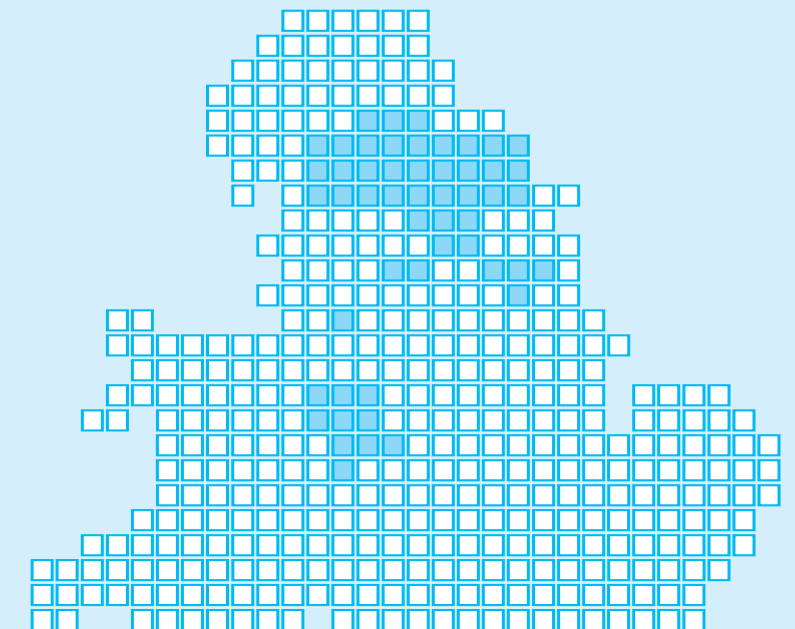
We deliver Drug Interventions Programme (DIP) services in Barnsley, Stockton and North Lincolnshire. The Barnsley team was one of the first voluntary sector teams in the country to offer rapid prescribing, working in partnership with specialist substance misuse nurses and a GP. The Stockton team works in close partnership with colleagues at the CRI-run harm minimisation service, which also offers needle exchange and an out-of-hours service through a local pharmacy.

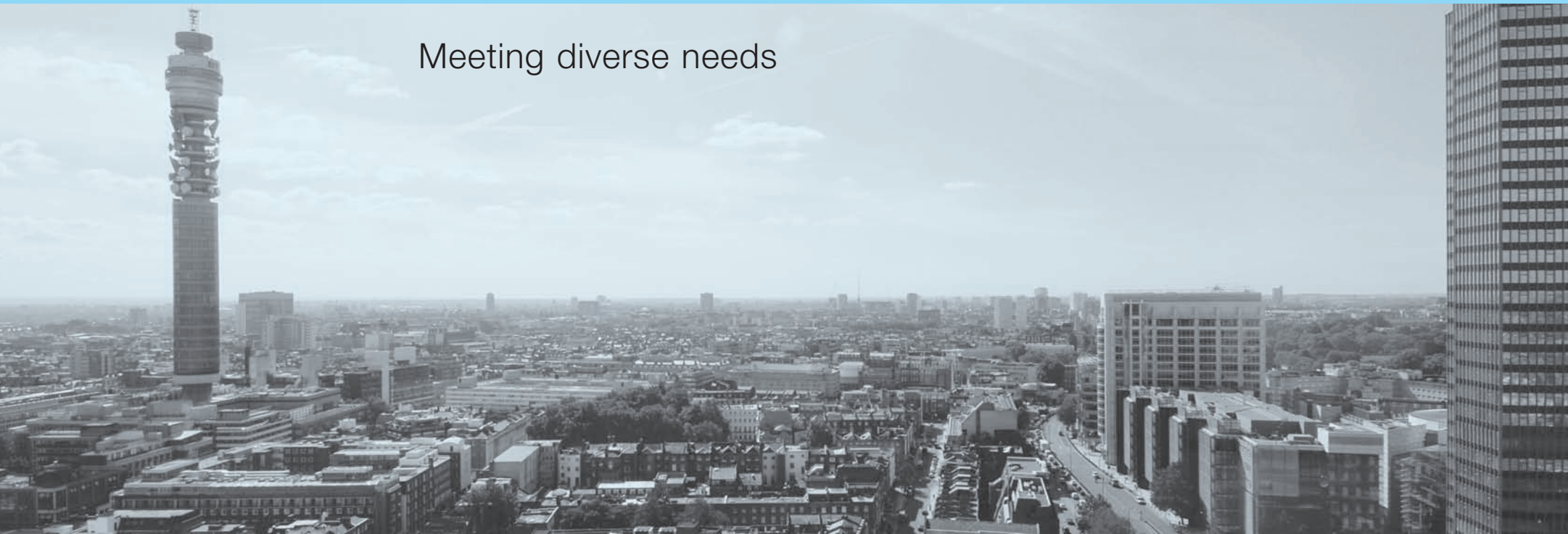
The North Lincolnshire team provides a single point of access for people with drug and alcohol problems and delivers an enhanced service including a needle exchange, housing support, partnership work with GPs and hospitals, and a sex worker outreach service, in addition to criminal justice casework.

Structured treatment provision

We provide a structured treatment and Drug Rehabilitation Requirement service across three sites in North Yorkshire at York, Scarborough and Harrogate working with voluntary clients as well as people on court orders.

- Leeds enhanced arrest referral service has an active caseload of 427 service users, with around 400 community based interventions provided across Leeds per month.
- Activity has increased significantly since the Stockton DAIS moved to a dedicated building. In June 2006 the needle return rate was 116% showing more needles were returned than were given out.





Meeting diverse needs

CRI is a major provider of substance misuse services in London, working across 16 Boroughs.

DIP teams

CRI provides DIP teams in ten London boroughs, including eight ‘intensive’ areas, supporting the delivery of Restriction on Bail and Test on Arrest legislation. CRI staff deliver key roles in DIP teams including enhanced drug arrest referral, through/aftercare, service management, data analysis and tracking, court liaison, prison resettlement, assertive community outreach, services and rapid access prescribing clinics.

Street services

The street services teams in Camden and Brent work with street communities including people sleeping rough, people drinking alcohol or taking drugs on the streets, sex workers and people begging for money. The Camden team has been commended for tackling anti-social behaviour and improving community safety.

Community alcohol service

A new dedicated alcohol service in the boroughs of Barking & Dagenham and Havering supports people whose drinking has led to serious problems with work, health, family and social relationships. The service is being developing to meet the specialist needs of children and young people and to address anti-social behaviour linked to alcohol.

Structured treatment provision

CRI provides a structured day programme in eight boroughs for both voluntary clients and those on court orders. These intensive, cognitive behavioural therapy treatment programmes include group work, one-to-one key working, alternative therapies, housing, financial and training advice and general support.

Open access drug services

CRI runs large open access teams in Bromley, Camden and Hounslow. They provide drop-in advice, assessment, referral, key working, counselling, needle exchange and other harm minimisation interventions.

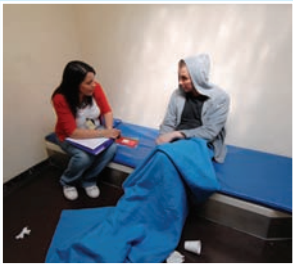
Under-served groups

All CRI services have a remit to engage with excluded and under-served groups. Some services are specifically tasked with engaging hard to reach clients. In Brent, Greenwich and Barking & Dagenham, our engagement teams work with those who don’t traditionally engage with treatment including black and minority ethnic communities, refugees, women and people with children. In Hounslow the Somali khat project and Somali women’s project seek to address the specific needs of the Somali community.

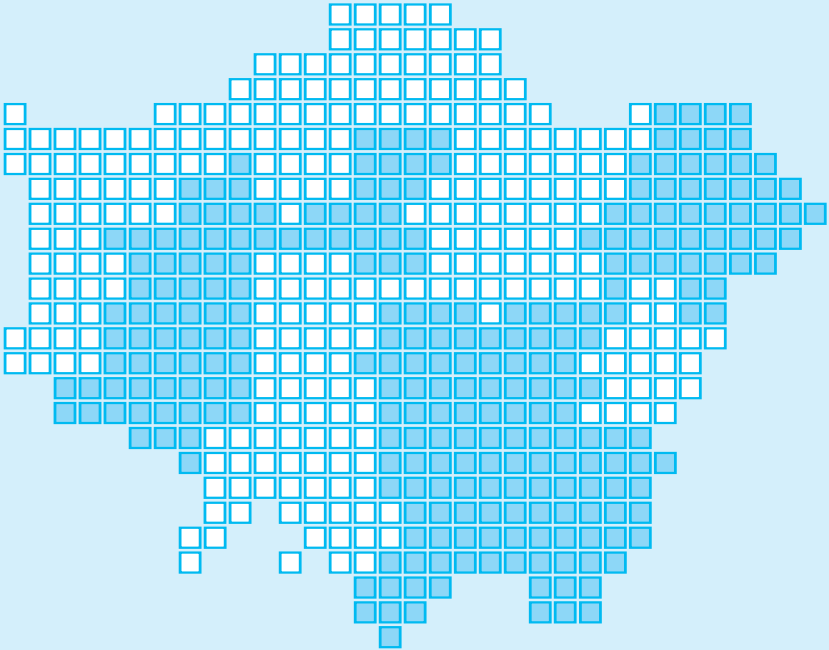
Prison projects

The Pathways project at HMP Brixton helps rehabilitate prisoners with substance misuse issues, ensuring they are released with effective care plans. The PASRO treatment programme at HMP Wormwood Scrubs provides six weeks of structured treatment for people with drug problems.

The CARAT team at HMP Belmarsh provides a voluntary and confidential substance misuse support service for prisoners and those on remand, with special support for those with alcohol problems. Prisoners are referred to community support on release to prevent re-offending.



- Last year CRI worked with 8,300 people in London.
- Last year 4,100 people took part in substance misuse treatment programmes.



Consolidated growth

More than half of service users take part in diversionary activities that increase their confidence and extend their social networks.

Structured treatment provision

We provide two REACH structured treatment programmes in South Wales for people on Drug Rehabilitation Requirement (DRR) orders. The programmes are located in Cardiff and Bridgend and provide testing, group work, one-to-one support and a range of alternative therapies for people referred via the criminal justice system.

In Cardiff we incorporate clinical prescribing services through a computerised system, enabling staff to control prescribing on-site, giving people swifter access to methadone, immediate adjustments to methadone levels and a managed care plan. Service users undergo four tests, are seen by a doctor and a nurse, and then put straight onto the system for fast and flexible prescribing.

We refer people to other agencies to address their employment, education, training and accommodation needs. They can also participate in the Duke of Edinburgh Award Scheme and Open College Network accredited training courses in subjects such as drug awareness, citizenship and decision-making skills. Lifelong learning classes in numeracy and literacy are also delivered by a Probation Service partner agency at the project.

Gwent DIP

The Gwent DIP provides services for offenders who misuse drugs, supporting people from arrest, court proceedings, sentencing and prison, through to aftercare and community support. Staff work across five sites in Newport, Chepstow, Tredegar, Pontypool and Caerphilly. The CRI Criminal Justice Interventions Team provides the throughcare and aftercare elements of the Gwent DIP, looking extensively at structured living and empowerment.

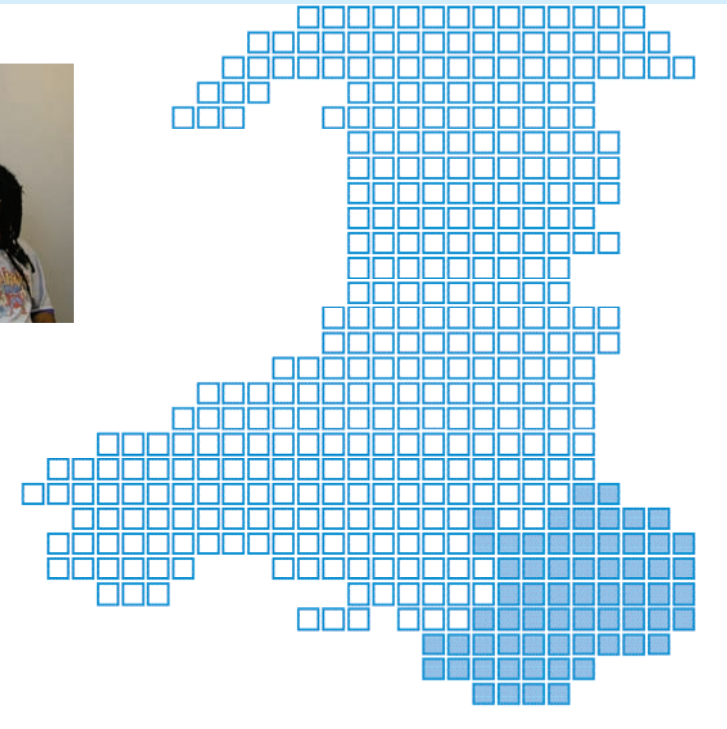
The Gwent DIP provides advice and assistance with issues such as substance misuse, offending behaviour, harm minimisation, rapid prescribing, education, training and employment, housing issues, relapse prevention and benefits advice.

An extensive programme of diversionary activities has been developed and service users have achieved personal success and developed new skills through participating in a range of physical, environmental and creative activities. Regular service user forums are operating in the region to inform the way services are being developed.

Young people

We also provide specialist substance misuse support for young people aged 10-18, working alongside the Youth Offending Team in the Cardiff area, to address substance misuse and offending behaviour.

- CRI's investment in Wales has grown by 200% in one year.
- The Cardiff and Bridgend DRR has an active caseload of 133 people and prescribes daily to 84 people. This year 86% of service users were retained in treatment for 4 weeks and 56% for 12 weeks.



Central Southern



Meeting the challenge of service delivery across towns and rural communities and reaching out to those in need.

Working with dispersed communities

Street services

We provide street services teams in Oxford, Reading and Cambridge. These teams seek to resettle homeless people and address their substance misuse, housing and other needs. In Reading, the street services team works closely with CRI's open access service and needle exchange providing advice, support and referrals for people who are homeless or living in insecure accommodation such as hostels. Staff provide practical support and brief counselling interventions. Specialist substance misuse and community nurses provide health advice, and people are referred to other agencies for help with education, training and employment.

Young people

Evolve is a specialist treatment service within Oxfordshire for young people aged 10-19 with complex and problematic substance misuse issues. The service provides confidential support and medical treatment to seek to address the multiple underlying causes of young people's substance misuse. Staff work closely with the local Primary Care Child & Adolescent Mental Health Service, Social Services and the Youth Offending Service. Evolve is keen to promote preventative harm reduction

approach and is using outreach to engage as many young people as possible.

Advice and information

Open access advice and information services are provided for people with substance misuse problems living in Andover and Winchester. Services are delivered from town centre locations, to encourage people to drop in, with an outreach service for those in rural locations. The service is geared towards reducing substance misuse and the harm caused to individuals and communities by substance misuse. A mobile harm reduction service for the New Forest area in Hampshire ensures that services are accessible to people in isolated, rural communities.

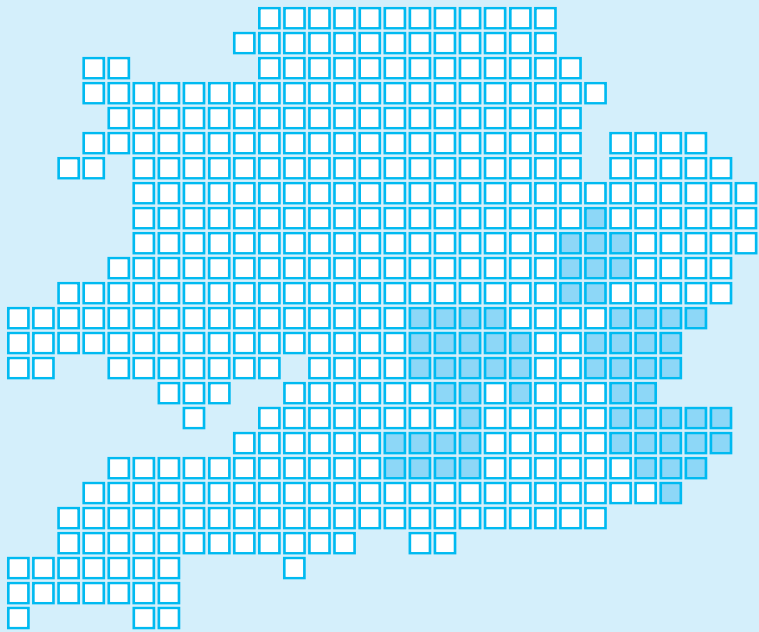
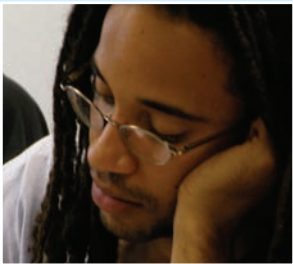
Kent prisons

CRI provides CARAT and rehabilitation services at HMP Maidstone, HMP Canterbury and HMP Cookham Wood. These specialist engagement, treatment and support services work with prisoners and provide advice and information as well as therapeutic drug treatment and rehabilitation.

Supported housing

CRI provides supported accommodation in Kent for adults with substance misuse problems. The Canterbury house is for individuals who may not be abstinent but who show motivation to change and who are actively working towards addressing and changing their substance misuse behaviour. The Folkestone house is for people who have completed a period of treatment and are wishing to remain abstinent. The aim of both projects is to support people to make positive changes to their lives and to live independently.

- Last year 372 people commenced the P-ASRO rehabilitation programme at HMPs Elmley, Rochester and Canterbury.
- Last year 1,592 people were assessed by CRI CARAT teams in HMPs Belmarsh, Canterbury, Maidstone and Cookham Wood.



Southern Coastal

Tackling deprivation in coastal towns

Comprehensive, integrated services provide effective care pathways that sustain people's commitment to change.

Substance misuse services

CRI provides substance misuse services in southern coastal towns extending from Bournemouth, Portsmouth, Bognor, Chichester and Worthing, through to Brighton & Hove, Eastbourne and Hastings. Services include DIP casework, treatment services, arrest referral and supported housing, provided in close partnership with statutory agencies.

In Brighton and Hove a close partnership with NHS clinical services is having a dramatic effect on the numbers entering treatment, and CRI's acquisitive crime team working in partnership with Sussex Police is tackling offending and shoplifting linked to substance misuse. Prison liaison work and supported housing for recovering addicts also contribute towards effective rehabilitation in the community.

In Eastbourne, crack outreach, work with prolific and priority offenders, prison aftercare, supported accommodation, family support and accommodation for young people, peer mentoring and care plan counselling are provided alongside core treatment services.

Domestic abuse

We provide a domestic abuse service across East Sussex, building on the success of our award-winning service in Hastings and Rother. The service works across five Crime and Disorder Reduction Partnership areas alongside Sussex Police, and includes outreach in local hospitals and specialist support for children, vulnerable adults and older people.

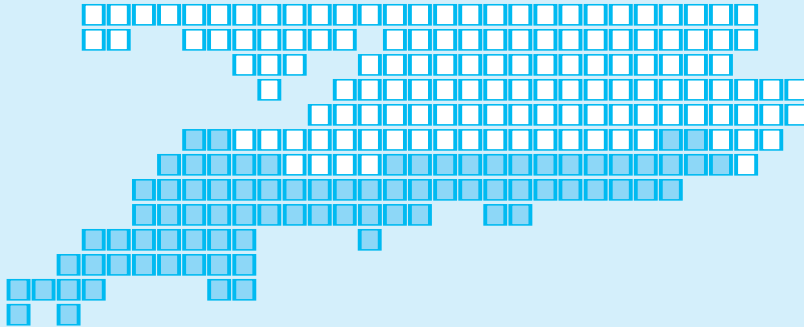
Families and young people

Pioneering work in Hastings has targeted families with high levels of antisocial behaviour, leading to the development of a pilot 'intensive family interventions project' funded through the Respect taskforce. We also work with families affected by substance misuse, working with offenders in HMP Lewes, and helping families on parenting orders to tackle young people's offending and anti-social behaviour. In West Sussex, a specialist substance misuse service works with young people with drug and alcohol problems, and in East Sussex advice, information and accommodation support for young people is provided in partnership with agencies such as Connexions.

Rehabilitation services

The Bournemouth prison liaison team is part of the best performing DIP in the South West according to the Government Office of the South West. The team helps prepare short-term prisoners for release, tracking individuals from arrest referral, through custody and their return to the community. The Bournemouth Clubhouse is an aftercare service for recovering drug users, which promotes training and education and positive change. Both projects work closely with the CRI-run street services team in the town.

- Last year CRI worked with 361 young people in Hastings, Rother and Eastbourne who had been homeless.
- The Brighton & Hove Substance Misuse Service will treat 1,000 people this year including 450 drug-addicted offenders.



Financial Summary

Who's Who

CRI has maintained a strong financial position during a further year of growth and development.

Incoming resources

Most income is earned providing services commissioned by Government and other Authorities including drug and alcohol action teams (DAATs), prison services, probation services, local, county and unitary authorities, police forces, criminal justice intervention partnerships, health authorities and primary care trusts (PCTs). Other income includes return on investments or grant income from charitable trusts.

	£
Government and other authorities	16,070,205
Supported Housing	1,414,187
Other	227,447
Total Incoming Resources	17,711,839

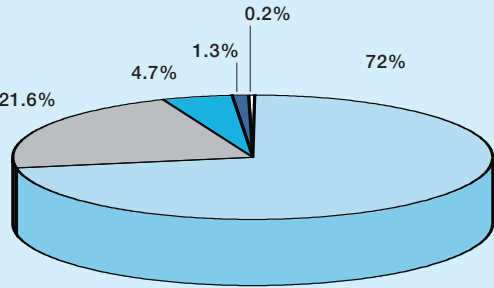
Resources expended

Substance misuse services include arrest referral services, drug treatment and drug intervention programmes, needle exchange, supported accommodation, khat and crack cocaine initiatives, advice services to offenders and support systems for parents and dependents of misusers. Resettlement services refer to supported housing for ex-offenders, support for street homeless people and provision of foundation

	£
Substance Misuse Services	12,280,636
Resettlement Services	3,681,405
Young People's Services	792,086
Women's and Family Services	216,062
Investment Management and Governance	35,580
Total Resources Expended	17,005,769

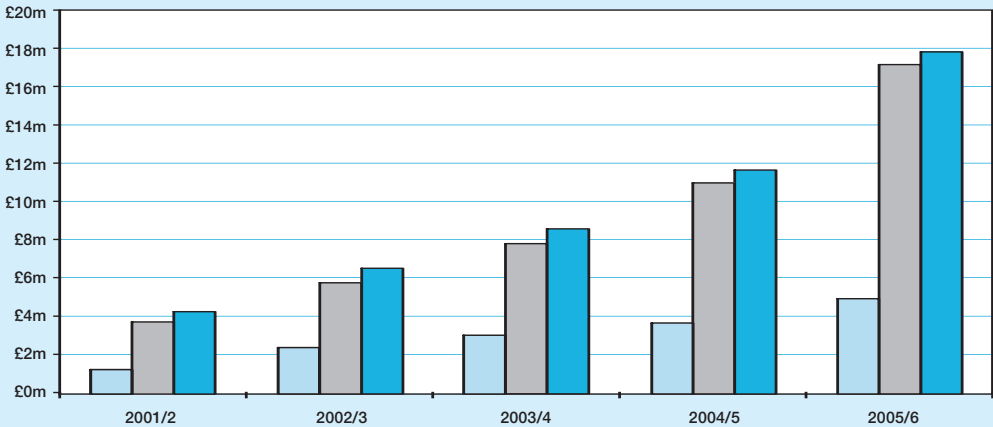
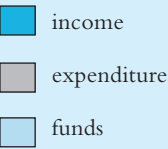
programmes which address substance misuse and behavioural problems.

Young people's services aim to improve opportunities for the education, training, employment and accommodation of vulnerable young people. Women's services include support and practical help given to those living with the consequences of domestic abuse.



Funds

CRI recorded an operating surplus which will become part of the free reserves that maintain the stability of the organisation, and ensure the continuity of service delivery.



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Statement of Purpose

CRI aims to create safer communities by enabling people to develop the potential to lead purposeful, stable and crime free lives, reducing the incidence of crime and its adverse effects.

CRI prevents people from entering into, or helps people to break free from, damaging patterns of behaviour, through the provision of a range of integrated services designed to address both social care and community safety issues.

Services are tailored to meet the individual needs of substance misusers and their families, offenders, street homeless people and wider street populations, young people at risk and the victims of domestic abuse.

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